M&S vs Arcadia Group

Case Study Analysis

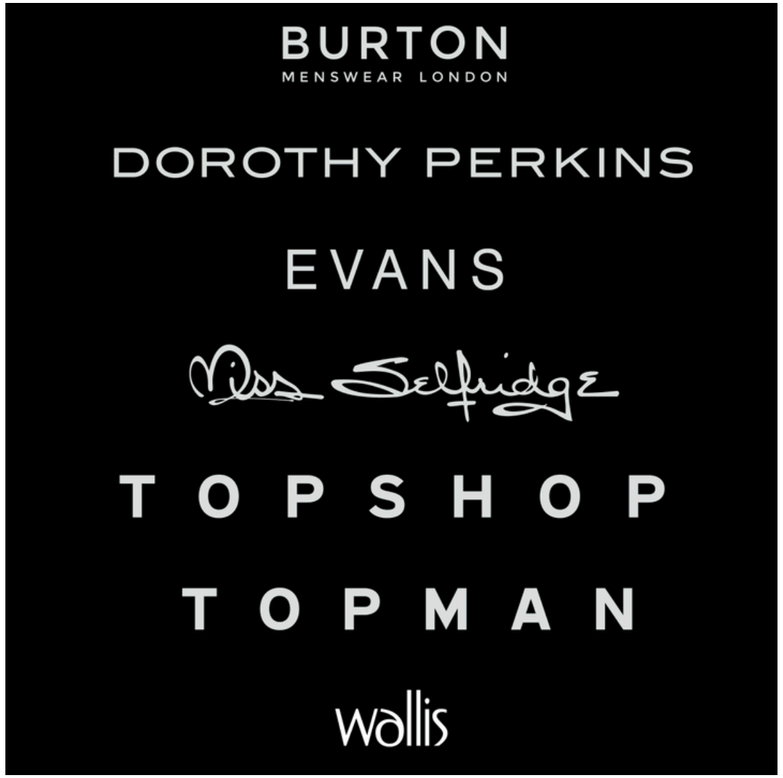
Arcadia

Ebony Healy
Aspiring Data Analyst

M&S
EST. 1884

ARCADIA

Owner of multiple well known fashion brands, which went into administration in November 2020.



Factors leading to administration

- Failure to adapt to digitalisation of clothes shopping
- Reliance on costly physical stores
- Market shifts and declining brand perceptions
- Negative pandemic impact
- Poor infrastructure
- Loss of consumer trust due to various scandals
- **Steady decline in sales revenue in the decade preceding administration**

ARCADIA

Owner of multiple well known fashion brands, which went into administration in November 2020.

BURTON
MENSWEAR LONDON

DOROTHY PERKINS

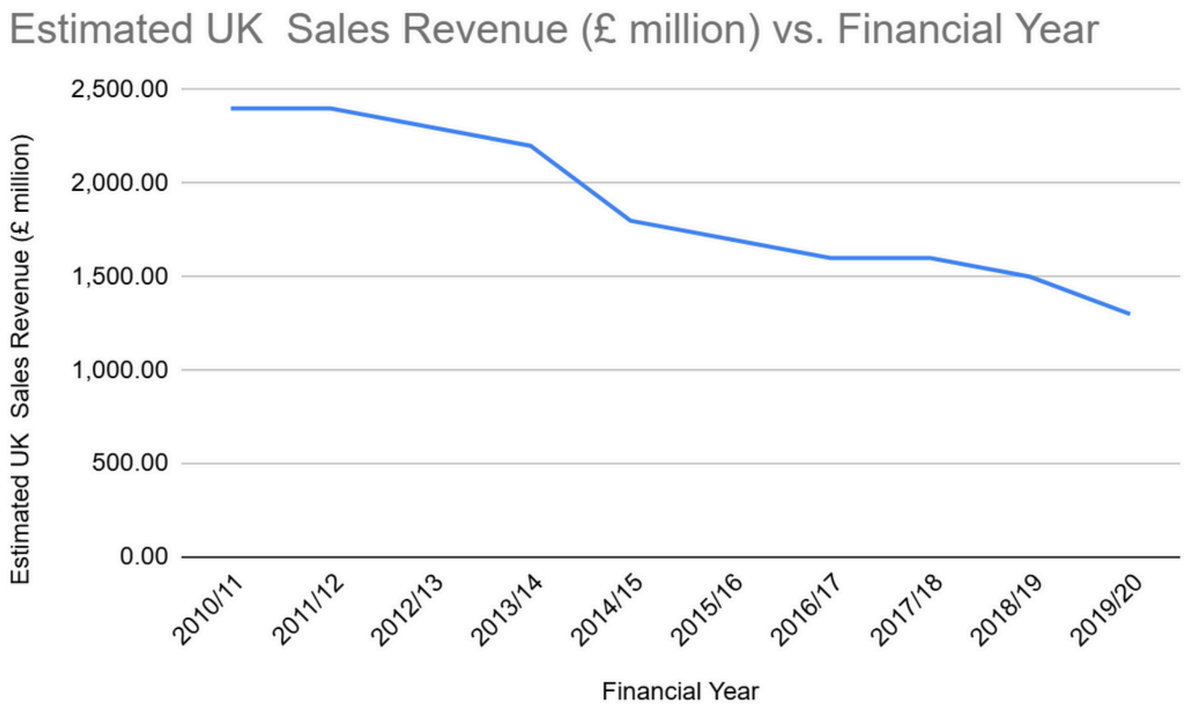
EVANS

Miss Selfridge

TOPSHOP

TOPMAN

wallis



M & S

Well established brand on the British high street for clothing since 1926

Pre-2021

- Lack of modernised clothing styles
- Store closures
- Poor digital presence
- Negative pandemic impact
- Operational inefficiencies/complex supply chain
- Saturated market & fierce competition
- **Falling clothing sales revenue from 2013/14**

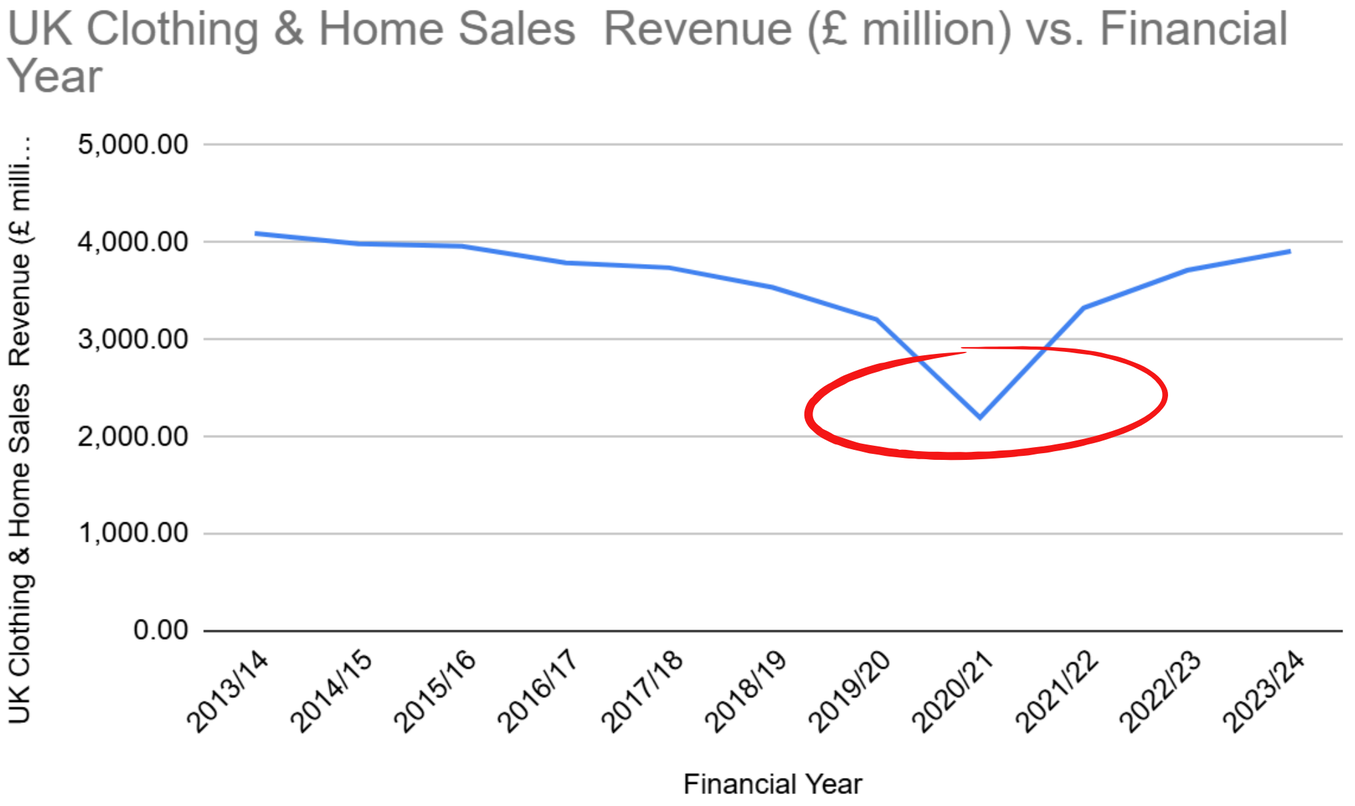
Post-2021

- New reshape for growth strategy
- Modernised clothing and refreshed brand positioning
- Digital expansion, seamless omnichannel
- Reduction in operational costs
- Streamlining of high street stores
- **Consistent increase in clothing sales revenue since 2021/22**

M&S

M & S

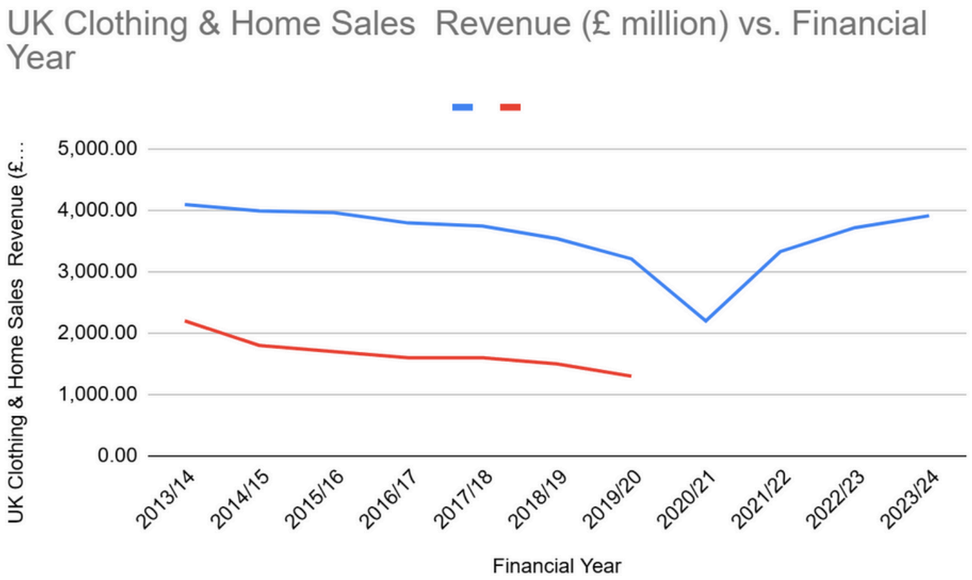
Well established brand on the British high street for clothing since 1926

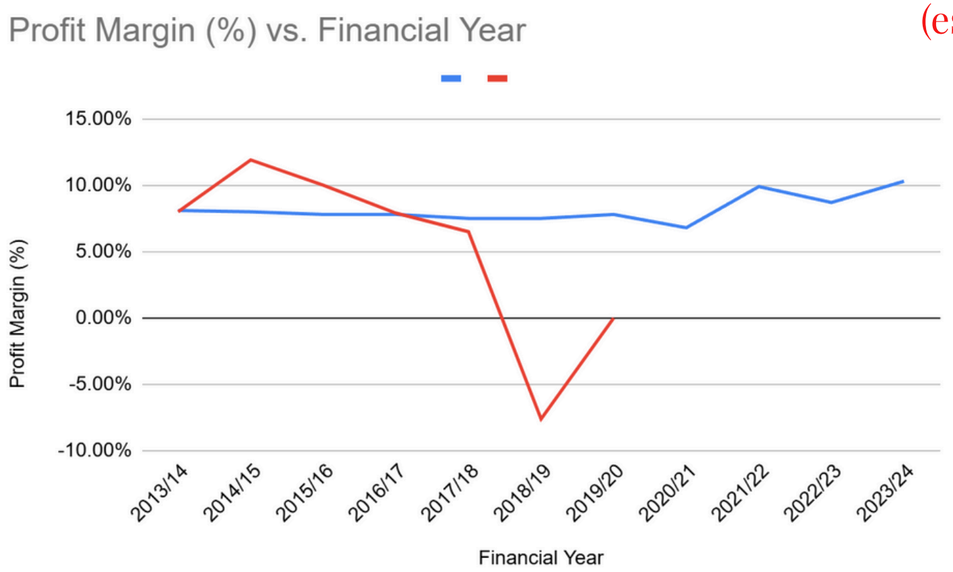


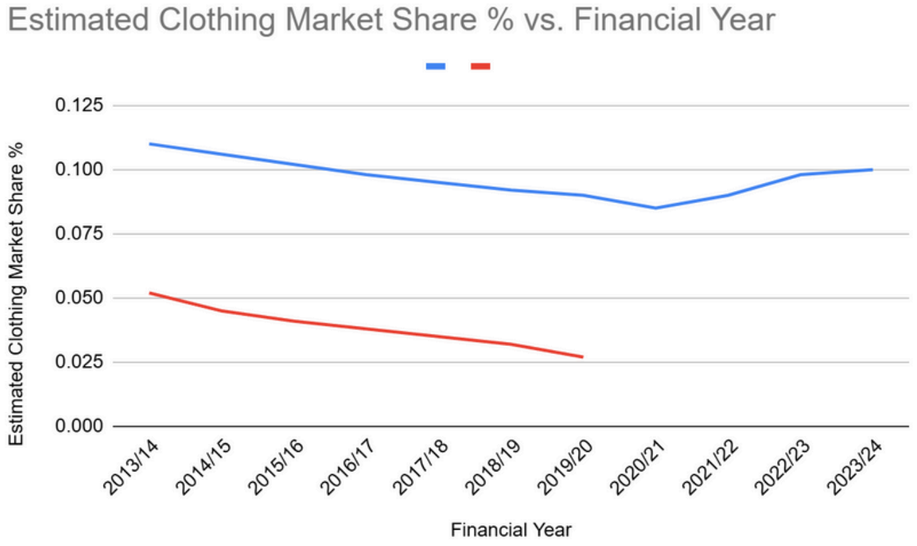
M&S

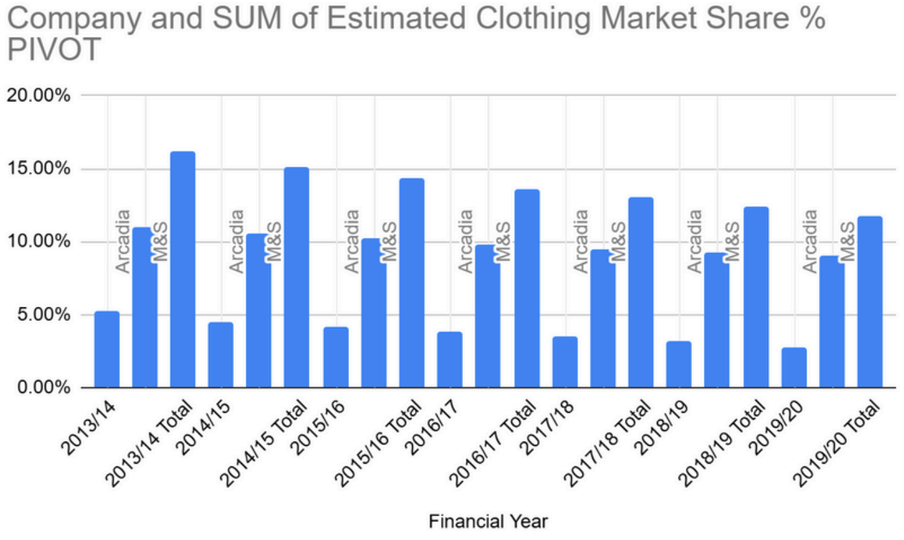
Excel Analysis

M&S (publicly available data)
Arcadia (estimated data)









SQL

RetailFinancials Database

```sql
CREATE DATABASE RetailFinancials;
USE RetailFinancials;
CREATE TABLE CompanyFinancials (
    ID INT PRIMARY KEY,
    Year INT NOT NULL,
    CompanyName VARCHAR(100) NOT NULL,
    GlobalRevenueMillionGBP DECIMAL(18,2),
    ClothingHomeRevenueMillionGBP DECIMAL(18,2),
    AdjustedOperatingProfitMillionGBP DECIMAL(18,2),
    ProfitMarginPercent DECIMAL(5,2),
    EstimatedClothingMarketSharePercent DECIMAL(5,2)
);
INSERT INTO CompanyFinancials (
    ID, Year, CompanyName, GlobalRevenueMillionGBP, ClothingHomeRevenueMillionGBP,
    AdjustedOperatingProfitMillionGBP, ProfitMarginPercent, EstimatedClothingMarketSharePercent
) VALUES
(1, 2014, 'Marks & Spencer', 10309.7, 4092.50, 330.7, 8.1, 11.0),
(2, 2015, 'Marks & Spencer', 10311.4, 3988.40, 320, 8.0, 10.6),
(3, 2016, 'Marks & Spencer', 10555.4, 3961.30, 310.00, 7.8, 10.2),
(4, 2017, 'Marks & Spencer', 10622, 3792.70, 295, 7.8, 9.8),
(5, 2018, 'Marks & Spencer', 10698.2, 3741.10, 280, 7.5, 9.5),
(6, 2019, 'Marks & Spencer', 10377.3, 3537.30, 265, 7.5, 9.2),
(7, 2020, 'Marks & Spencer', 10181.9, 3209.10, 250, 7.8, 9),
(8, 2021, 'Marks & Spencer', 9166.9, 2198.60, 150, 6.8, 8.5),
(9, 2022, 'Marks & Spencer', 10885.1, 3327.00, 330.7, 9.9, 9),
(10, 2023, 'Marks & Spencer', 11931.3, 3715.00, 323.8, 8.7, 9.8),
(11, 2024, 'Marks & Spencer', 13040.1, 3910.70, 402.8, 10.3, 10.0),
(12, 2011, 'Arcadia', 2683, 2400.00, 190, 7.1, 5.9),
(13, 2012, 'Arcadia', 2679, 2400.00, 225, 8.4, 5.7),
(14,2013, 'Arcadia', 2600, 2300.00, 210, 8.1, 5.5),
```

CompanyFinancials Table

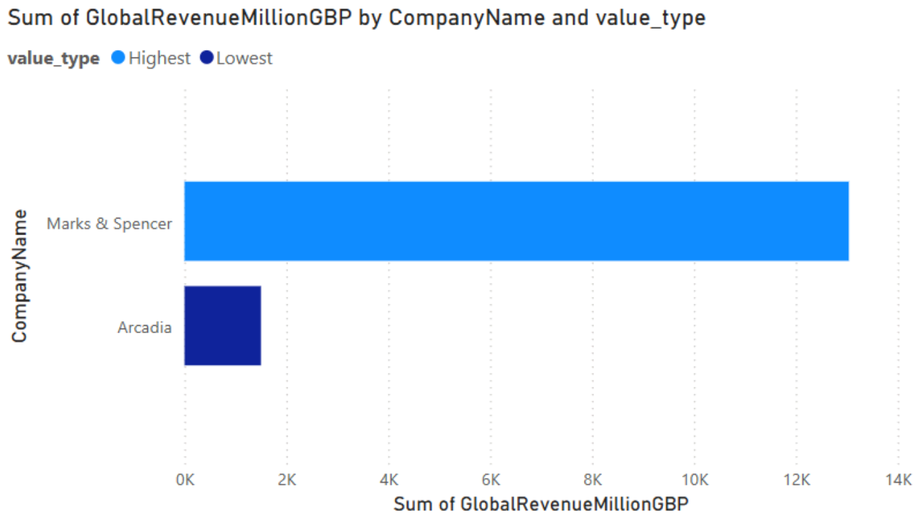
ID	Year	CompanyName	GlobalRevenueMillionGBP	ClothingHomeRevenueMillionGBP	AdjustedOperatingProfitMillionGBP	ProfitMarginPercent	EstimatedClothingMarketSharePercent
1	2014	Marks & Spencer	10309.70	4092.50	330.70	8.10	11.00
2	2015	Marks & Spencer	10311.40	3988.40	320.00	8.00	10.60
3	2016	Marks & Spencer	10555.40	3961.30	310.00	7.80	10.20
4	2017	Marks & Spencer	10622.00	3792.70	295.00	7.80	9.80
5	2018	Marks & Spencer	10698.20	3741.10	280.00	7.50	9.50
6	2019	Marks & Spencer	10377.30	3537.30	265.00	7.50	9.20
7	2020	Marks & Spencer	10181.90	3209.10	250.00	7.80	9.00
8	2021	Marks & Spencer	9166.90	2198.60	150.00	6.80	8.50
9	2022	Marks & Spencer	10885.10	3327.00	330.70	9.90	9.00
10	2023	Marks & Spencer	11931.30	3715.00	323.80	8.70	9.80
11	2024	Marks & Spencer	13040.10	3910.70	402.80	10.30	10.00
12	2011	Arcadia	2683.00	2400.00	190.00	7.10	5.90
13	2012	Arcadia	2679.00	2400.00	225.00	8.40	5.70
14	2013	Arcadia	2600.00	2300.00	210.00	8.10	5.50
15	2014	Arcadia	2500.00	2200.00	200.00	8.00	5.20
16	2015	Arcadia	2100.00	1800.00	250.00	11.90	4.50
17	2016	Arcadia	2000.00	1700.00	200.00	10.00	4.10
18	2017	Arcadia	1900.00	1600.00	150.00	7.90	3.80
19	2018	Arcadia	1910.00	1600.00	124.00	6.50	3.50
20	2019	Arcadia	1800.00	1500.00	-137.00	-7.60	3.20
21	2020	Arcadia	1500.00	1300.00	0.00	0.00	2.70

SQL

Query 1 - Financial years with the highest vs lowest Global Revenue

ID	Year	CompanyName	GlobalRevenueMillionGBP	ClothingHomeRevenueMillionGBP	AdjustedOperatingProfitMillionGBP	ProfitMarginPercent	EstimatedClothingMarketSharePercent	value_type
11	2024	Marks & Spencer	13040.10	3910.70	402.80	10.30	10.00	Highest
21	2020	Arcadia	1500.00	1300.00	0.00	0.00	2.70	Lowest

Visualisation using PowerBI

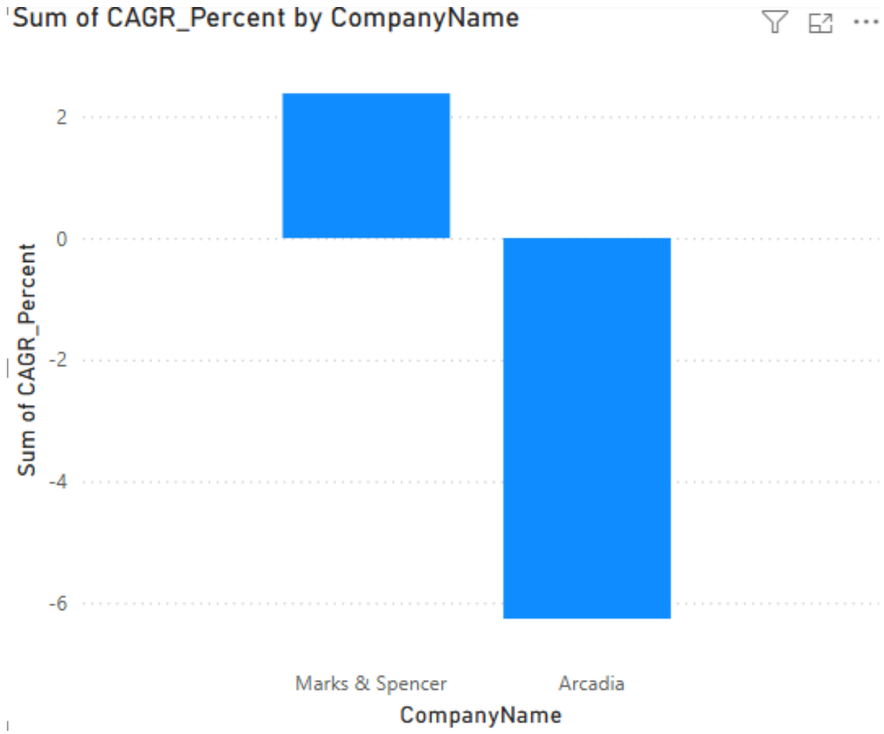


SQL

Query 2 - Combined Annual Growth Rate (CAGR) for both companies

CompanyName	StartYear	EndYear	StartRevenue	EndRevenue	CAGR_Percent
Arcadia	2011	2020	2683.00	1500.00	-6.26
Marks & Spencer	2014	2024	10309.70	13040.10	2.38

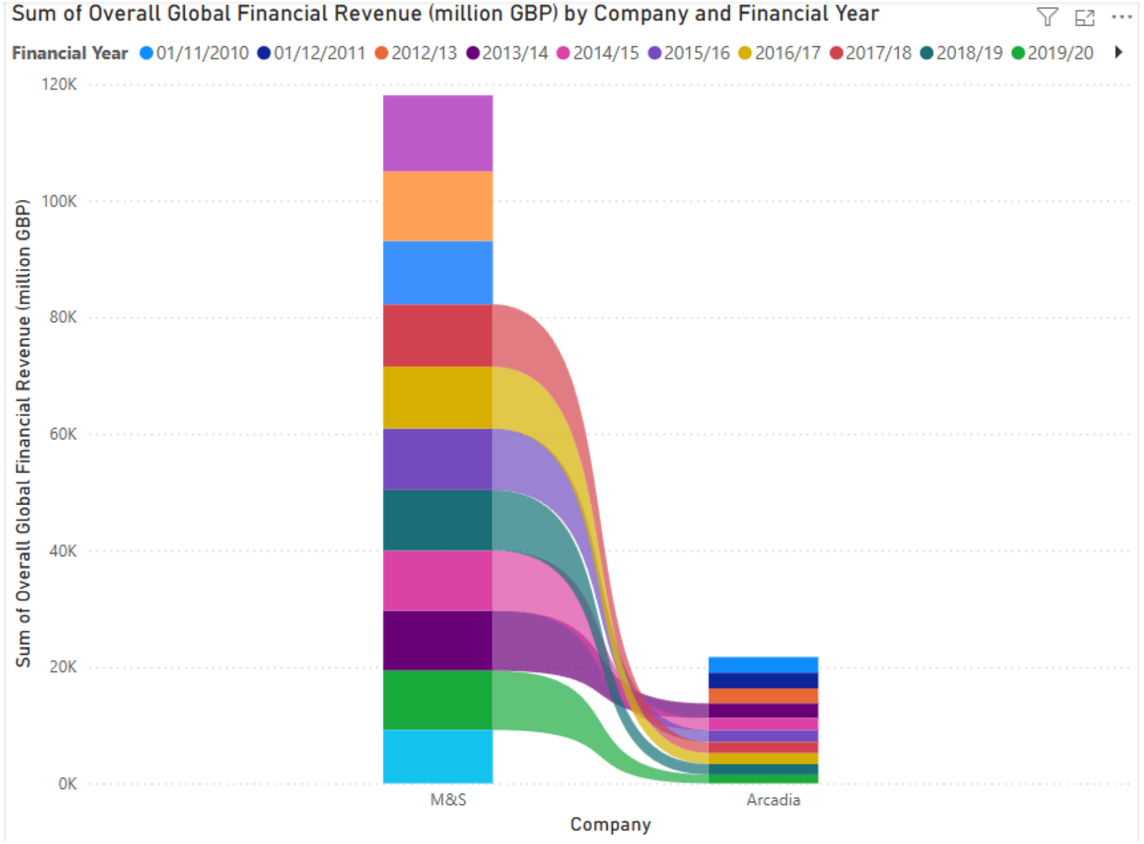
Visualisation using PowerBI



PowerBI

Visual 1 - Clothing market share comparison

Visual 2 - Global Revenue comparison



Python

```python
import matplotlib.pyplot as plt
import pandas as pd
data = {
    'Year': [2014, 2015, 2016, 2017, 2018, 2019, 2020],
    'M&S Revenue': [10309.7, 10311.4, 10555.4, 10622, 10698.2, 10377.3, 10181.9],
    'Arcadia Revenue': [2500, 2100, 2000, 1900, 1910, 1800, 1500]
}
df = pd.DataFrame(data)

# Plot
plt.plot( *args: df['Year'], df['M&S Revenue'], label='M&S', marker='o')
plt.plot( *args: df['Year'], df['Arcadia Revenue'], label='Arcadia', marker='o')
plt.title('Revenue Comparison (2014-2020)')
plt.xlabel('Year')
plt.ylabel('Revenue (£m)')
plt.legend()
plt.grid(True)
plt.show()
```